



**THE U.S. EMBASSY IN CHISINAU REQUESTS PROJECT PROPOSALS IN SUPPORT OF  
THE IMPLEMENTATION OF THE JUSTICE AND LAW ENFORCEMENT SECTORS  
REFORM**

**SUBMISSION DEADLINE: November 30, 2012**

**INTRODUCTION**

The mission of the State Department's Bureau of International Narcotics and Law Enforcement Affairs (INL) is to minimize the impact of international crime and illegal drugs on the United States, its citizens, and partner nations by providing effective foreign assistance and fostering global cooperation. This mission centers on helping our partner nations establish a capable and accountable criminal justice sector, while promoting good governance and respect for human rights.

INL combines forces with other USG and international agencies and takes a regional approach to widespread problems. INL also encourages more developed governments to take responsibility as equal partners in global efforts to combat transnational crime, including drug trafficking. The Bureau's priority programs support three inter-related objectives:

- **BUILDING CRIMINAL JUSTICE SYSTEMS:** Institutionalize rule of law by developing and expanding criminal justice systems to strengthen partner country law enforcement and judicial effectiveness, foster cooperation in legal affairs, and advance respect for human rights;
- **COUNTER-NARCOTICS:** Disrupt the overseas production and trafficking of illicit drugs through targeted counternarcotics and institution-building assistance and coordination with foreign nations and international organizations, and;
- **TRANSNATIONAL CRIME:** Minimize the impact of transnational crime and criminal networks on the U.S. and its allies through enhanced international cooperation and foreign assistance.

**APPLICANTS' ELIGIBILITY**

Applicants must be registered non-government organizations (NGOs)<sup>1</sup> based in Moldova AND

- Must have demonstrated experience implementing similar programs.
- Have existing, or the capacity to develop, active partnerships with the necessary partner organization(s) in order to successfully fulfill the proposed program.
- Organizations may form a consortium and submit a combined proposal. However, one organization should be designated as the lead applicant.

---

<sup>1</sup> **Non-Profit Organization or non-Government Organization** - Any corporation, trust, association, cooperative, or other organization that is operated primarily for scientific, educational, service, or similar purposes in the public interest; is not organized for profit; and uses its net proceeds to maintain, improve, or expand its operations. The term —non-profit organization includes non-profit institutions of higher education and hospitals.

- Be a registered user of [www.grants.gov](http://www.grants.gov)
- Be able to provide INL with a Dun and Bradstreet number (directive published in the Federal Register on June 27, 2003, which requires all organizations applying for Federal grants and cooperative agreements to provide the issuing agency a DUNS number (*Follow <http://www.dnb.com> to receive a DUNS number*)).
- Be registered with the System for Award Management (SAM) – [www.sam.gov](http://www.sam.gov) and be able to maintain updated registration during the period of performance. Organizations must mandatorily have a DUNS number in order to complete the SAM registry process.

## **PURPOSE OF PROGRAM**

The reform of the justice and law enforcement areas in Moldova are some of the most important and challenging initiatives. Despite substantial institutional changes and comprehensive amendments to the national legal framework, high levels of corruption persist within the justice and law enforcement systems. Previous justice and law enforcement sectors assessments show that the quality of services provided by justice and law enforcement system officials is not adequate, there are no effective mechanisms of accountability of justice and law enforcement sector stakeholders, and society's perception of corruption within justice and law enforcement sector institutions is alarmingly high. To address these urgent problems, Moldova initiated a comprehensive reform of the justice and law enforcement areas. In order to assist in the implementation of the ongoing reform efforts the U.S. Embassy in Chisinau announces a new request for grant proposals for the implementation of justice and law enforcement sector reform priorities and follow-up activities.

## **GENERAL PROGRAM REQUIREMENTS**

The grants proposals submitted for funding must address the activities listed per thematic areas below. However the applicants may also propose additional activities in line with the objectives specified by the thematic areas.

The JSRS Grants Program will not fund projects related to partisan political activity, charitable activity and humanitarian aid, fundraising campaigns, commercial projects, those involving individuals not affiliated with an organization that can provide sustainability to the project, and those that duplicate existing projects.

During the award period the grantor may have substantial involvement in the implementation of the project. The involvement may include active participation, collaboration or intervention in the design or direction of an activity, review and approval of one stage of work before another can begin, joint preparation, presentation of results with the grantee and/or the review and approval of substantive provisions of proposed sub-awards or contracts.

All required activities within a grants program must be implemented in close cooperation with all relevant governmental agencies, ministries and the donors and development partners active in the subjects covered by the thematic areas.

For the implementation of activities from certain thematic areas, input from international experts, as well as experience and best practices of other countries is desirable.

If requested by the beneficiaries and approved by the grants donor, grantees may be asked to perform other activities within the scope of the grants program.

In the event a grantee is awarded multiple grants, they will be combined into a single award.

INL invites registered NGOs based in Moldova to submit projects proposals for the following thematic areas:

<b>THEMATIC AREA</b>	<b>Access to Justice and Enforcement of Court Judgments</b>
----------------------	---

Access to justice can only be ensured if professionals necessary for the proper functioning of the legal system, such as lawyers, notaries, forensic experts, interpreters, mediators and bailiffs, are well trained, highly professional, and available in sufficient numbers to assist courts and parties to pursue rights and remedies provided by law. At present, the quality of services provided is variable, standards of professionalism are not well articulated, and criteria to calculate fees are unclear. The result is confusion over minimum requirements for professional conduct and uncertainty about the fee schedule that should apply.

### **Study on Assessing the Institutional Capacities of Justice System related Professions**<sup>2</sup>

(JSRS Action Plan 3.2.1)

#### **Objective**

The objective of this activity is to research and prepare a study on the institutional functions and organization of notaries, defence attorneys (advocates), bailiffs, forensic experts, mediators, authorized bankruptcy administrators and translators/interpreters and develop recommendations aimed at building the professional capacities of these practitioners at the level of their professional unions, with particular emphasis on profession's specific management skills, continuing education needs and ethical standards.

#### **Required activities**

- Conduct a study analyzing the functions, organization, structure and institutional capacities of notaries, defence attorneys (advocates), bailiffs, forensic experts, mediators, authorized bankruptcy administrators and translators/interpreters and develop recommendations aimed at building the capacity of professional unions representing these professions with particular emphasis on profession's specific management skills, continuing education needs and ethical standards. The study should also assess and provide an estimative breakdown of expenses needed for implementing the recommended activities;
- Organize roundtables to present the study's findings and recommendations;
- Assist the beneficiaries in drafting amendments to relevant laws and regulations specific to each aforementioned profession;
- Propose to the professional unions of the aforementioned professions tangible training plans and curricula.

### **Study to Optimize the Fees for Legal Services to Ensure a Sustainable System for an Adequate Access to Justice** (JSRS Action Plan 3.2.3)

#### **Objective**

The objective of this activity is to complete a study that analyses the current criteria and methods used for calculating the fees and honoraria requested by notaries, defence attorneys (advocates), bailiffs, forensic experts, mediators, authorized bankruptcy administrators and translators/interpreters and to recommend new principles and criteria based on a fair and standardized approach on calculating the fees and honoraria that would ensure continued availability of good quality services within the budgetary realities of Moldova.

#### **Required activities**

- Conduct an assessment of the existing principles, methods and tools used to calculate the payment of fees and honoraria for the services provided by notaries, defence attorneys (advocates), bailiffs, forensic experts, mediators, authorized bankruptcy administrators and translators/interpreters based on their minimum performance standards;

---

<sup>2</sup> This activity is not applicable to judges, prosecutors and law enforcement authorities.

- Assess whether these services are presently available in sufficient numbers to ensure that prospective litigants have real access to justice and evaluate whether the quality of services provided by the aforementioned practitioners matches the requested fees and honoraria;
- Conduct interviews with professions' representatives, their professional unions and society to assist in the above assessments;
- Analyze best practices and experience in other countries with respect to the above issues; ;
- Prepare a detailed and comprehensive study summarizing the findings. Based on these findings, the study should recommend new principles and criteria for instituting a fair and standardized approach for calculating the fees and honoraria, taking into consideration the risks and costs of for their implementation as well as the need to ensure sufficient availability and adequate quality of services within the budgetary realities of Moldova.

### **Study on Reviewing the Social Security and Medical Insurance Taxation Regime of Justice System related Professions** (JSRS Action Plan 3.2.9)

#### **Objective**

The objective of this activity is to research and prepare a study which would identify the needs and methods of establishing a single social security and medical insurance taxation regime for notaries, defence attorneys (advocates), bailiffs, forensic experts, mediators, authorized bankruptcy administrators and translators/interpreters.

#### **Required activities:**

- Assess the existing legal and institutional framework of the social security and medical insurance taxation regime for notaries, defence attorneys (advocates), bailiffs, forensic experts, mediators, authorized bankruptcy administrators and translators/interpreters;
- Conduct a comparative analysis on social security and medical insurance taxation regime for the aforementioned justice system practitioners from different countries;
- Develop a series of principles which would govern the establishment of a single social security and medical insurance taxation regime for the aforementioned justice system practitioners;
- Based on the developed principles, prepare a detailed and comprehensive study with recommendations on establishment establishment of a single social security and medical insurance taxation regime for the aforementioned justice system practitioners which would also include additional recommendations on estimation of expenses associated with the transition period and the implementation of new system.
- Organize public roundtables to present the study findings and recommendations.
- Assist in drafting amendments to relevant laws and regulations;

### **Study to Assess the Regulatory Framework and the Mechanism Used for Enforcing the Court Judgments** (JSRS Action Plan 3.3.1)

#### **Objective**

The objective of this activity is to research and prepare a study which will assess the impact of the current regulatory framework governing the enforcement of court judgments and its implementation mechanism, with specific recommendations aimed at solving the existing deficiencies and flaws and at making the enforcement process more effective.

#### **Required activities**

- Assess the impact of the current laws and regulations governing the judgments' enforcement process;
- Prepare a study summarizing the results of the assessment and formulate recommendations which would provide suitable solutions for overcoming the existing deficiencies and flaws and suggest innovative approaches to make the enforcement of judgments more effective. The study should also reflect the estimative breakdown of implementation related costs;
- Organize public roundtables to present the study's findings and recommendations;

- Assist in developing draft amendments to relevant law and regulations governing the enforcement of judgments.

<b>THEMATIC AREA</b>	<b>A Well Coordinated, Well Managed and Accountable Justice Sector</b>
----------------------	--

The specific nature of the justice sector makes an effective and sustainable reform impossible to implement without adequate coordination of concerned stakeholders. During the JSRS drafting process significant shortcomings in coordinating the efforts of justice sector institutions were identified. Mostly these shortcomings pertain to a rushed institutional development policy and lack of consultation with a broader group of partners including private sector and civil society. Only a well-coordinated reform can deliver systemic and sustainable changes in the justice sector. This grant is aimed at supporting such coordination.

#### **Study to Assess the Participation of Justice Sector Institutions in the JSRS Implementation** (JSRS Action Plan 7.1.4)

##### **Objective**

The objective of this activity is to research and prepare a study on the capacity of each institution involved in the justice sector reform<sup>3</sup> to participate at the implementation of the activities envisioned by the JSRS and accompanying Action Plan and develop recommendations for potential structural or functional reforms needed to increase the involvement and more active participation of these institutions in the reform process.

##### **Required activities**

- Conduct a study analyzing the capacity of the institutions involved in justice sector reform, in order to assess the degree of their involvement in the reform process and deliver recommendations on the subject matter, including the breakdown of costs needed for implementation;
- Organize roundtables to present the study's findings and recommendations;
- Assist the beneficiaries in drafting amendments to relevant laws and regulations;
- Submit training proposals for building the capacity of institutions involved in the justice reform.

<b>THEMATIC AREA</b>	<b>Assessing the Level of Public Confidence in Justice and Law Enforcement Sectors</b>
----------------------	--

In the process of implementing the justice and law enforcement sector reforms the Government of Moldova needs a solid factual basis which would assist relevant stakeholders to make important strategic decisions. In the justice sector these pertain to the improvement of access to justice, effectiveness of litigation process, insurance of judiciary's transparency and accountability, introduction of various corruption prevention mechanisms, elaboration of communication strategy and monitoring the key performance indicators of the Justice Sector Reform (JSR). Furthermore, the Ministry of Internal Affairs (MoIA) undergoes a process of complete reform and transformation into a modern public service that efficiently provides security to Moldovan citizens based on respect and protection of human rights. Recent managerial changes within the system increased the reform's pace and momentum. Thus, in order to measure the impact of the implemented reforms in the justice and law enforcement sectors, thorough assessments in order to measure public confidence need to be conducted.

##### **Objectives**

---

<sup>3</sup> Please see the 2011-2016 JSRS Action Plan, "Institutions in Charge" paragraph.

The main objectives of these activities are:

1. To generate reliable and thorough information about the public opinion regarding judiciary system, litigation process, access to justice, corruption prevention mechanisms, and specific information on citizens' expectations in ensuring their right to fair trial, increasing integrity of actors of the justice sector and promoting attitudes of zero tolerance towards corruption;
2. To produce trustworthy and complex information which will cover the general level of public confidence in the Ministry of Internal Affairs (MoIA) system, service satisfaction of MoIA subdivisions, specific information on citizens' expectations in the field of security, safety, crime prevention and investigation.

### **Required Activities**

- In coordination with the Ministry of Justice (MoJ), develop questionnaires covering specific areas of reform intervention as the optimization of courts' displacement map, judicial disciplinary liability, career and performance evaluation, effectiveness and transparency of the litigation process, accountability and transparency of the judiciary self administration mechanisms, enforcement of courts decisions, corruption prevention measures, and promotion of zero corruption tolerance;
- Based on the developed questionnaires, conduct surveys targeting certain areas, regions, subdivisions, age, sex, ethnic or other types of groups that might have different attitude towards judiciary and other justice sector institutions/professions, also on corruption prevention mechanisms and its concrete measures/instruments;
- Process and analyze the surveys' data and results;
- Present the surveys' data and results to MoJ;
- In coordination with MoIA, develop complex questionnaires to include information on specific areas of intervention such as border security, security in public spaces, road safety, crime prevention and investigation, migration control, fire safety and intervention, patrolling. The surveys shall also contain indicators on measuring citizen's perception on the level of confidence in the MoIA system employees, the quality of services, actions undertaken within the reform process, respect for human rights, police visibility, perception of crime level and other relevant indicators;
- Based on the developed questionnaires, conduct surveys targeting certain areas, regions, subdivisions, age, sex, ethnic or other types of groups that might have different attitude towards judiciary and other justice sector institutions/professions, also on corruption prevention mechanisms and its concrete measures/instruments;
- Process and analyze the surveys' data and results in a confidential manner;
- Present the surveys' data and results to MoIA;

<b>THEMATIC AREA</b>	<b>Increasing the Transparency of Anti-Corruption Activities and Justice Sector Reforms</b>
----------------------	---

The funding of grants under this category will cover initiatives aimed at raising the awareness of society about the transparency of anti-corruption activities, namely the process of public officials' disclosure of assets and conflicts of interest. The grants will also cover proposals promoting outreach activities which focus on increasing the public's understanding about the reforms undertaken by the Government of Moldova in the justice sector. The mentioned initiatives will be carried out through informational seminars and workshops, TV and radio broadcasts as well as or other creative forms of outreach. Organizations are expected to involve media, social networking, and other innovative technologies into their implementation approaches.

### **Activities**

The following are examples of activities that may be supported by the grant funds. These example activities are **illustrative only**.

- Active monitoring of institutions vested with powers to oversee the public officials' disclosure of assets and conflicts of interest and dissemination of information about their activities;
- Promotion of justice sector and anti-corruption efforts through TV shows, radiobroadcasts and public policy debates;
- Preparing analytical articles on justice sector reforms and anti-corruption efforts.

## **APPLICATIONS DEADLINE AND SUBMISSION**

All applications must be submitted on or before **November 30, 2012**, 23:59. Applications submitted after 23:59 will be ineligible for consideration. **Begin the application process as early as possible.** This will allow time to address any technical difficulties that may arise in advance of the deadline. There will be no exceptions to this application deadline. The applications must be forwarded to the following U.S. Embassy Chisinau contact:

U.S. Embassy Chisinau, Criminal Justice and Law Enforcement Section  
 103 Alexei Mateevici Street  
 Chisinau, Moldova MD 2009  
 Telephone: + (373) 22851714  
 Email: [FolteaRD@state.gov](mailto:FolteaRD@state.gov)  
 Contact Persons: David Strashnoy and Radu Foltea

Applications should be submitted in English, or be accompanied by an English translation. (Applications with a computer-based English translation will not be accepted.). Grant application forms are available on our web site: <http://moldova.usembassy.gov/justice-grants-program.html>. They can also be obtained by email. Applications should mandatorily include a project narrative, short descriptions of past relevant projects, a detailed workplan, and a detailed budget (narrative and line-item). If you have additional questions or need consultation on your project proposal, please the Criminal Justice and Law Enforcement Section staff of the U.S. Embassy in Chisinau using the email mentioned hereinabove.

## **REVIEW PROCESS**

Proposals should contain clearly formulated goals and target groups, and show the ability of the applying organization to carry out the project goals. The proposal must contain a section explaining how the impact of the project will be evaluated.

The U.S. Embassy shall review all proposals for eligibility. Eligible proposals will be subject to compliance of U.S. Government regulations and guidelines and may also be reviewed by other specialized offices. Final technical authority for assistance awards resides with U.S. Embassy INL Grants Officer. INL reserves the right to request any additional programmatic and/or financial information regarding the proposal.

Proposals will be funded based on an evaluation of how the proposal meets the solicitation review criteria, U.S. foreign policy objectives, and the priority needs of INL and the U.S. Embassy. An U.S. Embassy Review Committee will evaluate proposals submitted under this request. Review Committee members may make conditions and recommendations on any given proposal in order to enhance the proposed program. Proposals will be scored based on the applicants response to each Review Criteria listed below. Review criteria will include:

### **1) Quality of Program Idea**

Proposals should be responsive to the solicitation and exhibit originality, substance, precision, and relevance to the INL mission.

### **2) Program Planning/Ability to Achieve Objectives**

A relevant work plan should demonstrate substantive undertakings and logistical capacity of the organization. The work plan should adhere to the program overview and guidelines described above. Objectives should be ambitious, yet measurable and achievable. For complete proposals, applicants should provide a monthly timeline of project activities.

### **3) Multiplier Effect/Sustainability**

Proposed programs should address long-term institution building demonstrating capacity-building results.

#### **4) Program Evaluation Plan**

Programs should demonstrate the capacity for engaging in impact assessments and providing objectives with measurable outputs and outcomes.

#### **5) Institution's Record and Capacity**

INL will consider the past performance of prior recipients and the demonstrated potential of new applicants. Proposals should demonstrate an institutional record of successful programs, including responsible fiscal management and full compliance with all reporting requirements. Proposed personnel and institutional resources should be adequate and appropriate to achieve the project objectives. Roles and responsibilities of primary staff should be provided.

#### **6) Cost Effectiveness**

The overhead and administrative components of the proposal, including salaries and honoraria, should be kept as low as possible. All other items should be necessary and appropriate. Cost sharing is strongly encouraged but not required. (NOTE: In reviewing similar projects, the Review Panel will evaluate proposals that request lower budgets based on the Review Criteria of Cost Effectiveness).

### **REPORTING REQUIREMENTS:**

Recipients shall submit quarterly financial and performance progress reports. Reports are required as a means of evaluating the recipient's progress and utilization of resources. They are divided between a performance progress report and a financial status report.

A performance progress report compares actual to planned performance and indicates the progress made in accomplishing each assistance award task. The report should include relevant details for assessing the status of performance (i.e., a brief, factual summary description of the progress made). The performance progress reports must be accompanied by the Performance Progress Report (SF-PPR) Coversheet, Page 1 to INL on a quarterly basis. Performance Progress Report (SF-PPR) forms will be duly provided to the implementing NGOs and/or PIOs.

A final narrative progress report is also required within 90 days of the expiration date of the assistance award. The final narrative report must also include page 1 of the SF-PPR form. INL encourages recipients to include an in-depth impact assessment and/or project evaluation in the final project summary report. The project summary report should include quantitative and qualitative data relating to the project's goals and objectives, project outputs and overall project impact.

Financial status reports provide a means of monitoring expenditures and comparing costs incurred with progress. Recipients must utilize the SF-425 Federal Financial Report, to report the status of funds for all non-construction projects or programs to INL on a quarterly basis. Federal Financial Report (SF-425) forms will be duly provided to the implementing NGOs and/or PIOs. Additionally, recipients shall submit a final SF-425 financial report to INL within 90 days of the expiration date of the financial assistance award.

A copy of all quarterly financial and performance progress reports and FINAL reports shall be emailed to the Grants Officer and the Grants Officer Representative as listed in the Grant/Cooperative Agreement, once awarded. Quarterly reports with a computer-based English translation will not be accepted.

### **IMPORTANT INFORMATION TO APPLICANTS**

The information contained in this solicitation is binding and may not be modified by any INL representative. Explanatory information provided by the INL that contradicts this language will not be binding. Issuance of the solicitation does not constitute an award commitment on the part of the U.S. Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of proposals. The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program evaluation requirements.

Once the Request for Proposals deadline has passed, U.S. Government officials must not discuss this competition with applicants until the entire proposal review process is completed. Applicants will be notified by the INL/Embassy Grants Officer only with regard to the status of an application. Funding commitments



can only be made by an INL/Embassy Grants Officer. All other commitments from any representative other than an INL Grants Officer will be deemed unauthorized.